



United States Air Force

# ONLINE news

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## NEWSBYTES

### Senate confirms moves

The Senate has confirmed Gen. Joseph W. Ralston to succeed Army Gen. Wesley Clark as Supreme Allied Commander Europe and commander in chief, United States European Command.

The Senate also approved Gen. Richard B. Myers to succeed General Ralston as vice chairman, Joint Chiefs of Staff. General Myers currently is commander in chief, U.S. Space Command; commander in chief, North American Aerospace Defense Command; commander, Air Force Space Command; and Department of Defense manager for space transportation systems contingency support.

And, the Senate confirmed Gen. Ralph E. Eberhart, currently commander of Air Combat Command, to replace General Myers as the new space chief.

The confirmation announcement was made Nov. 1.

### Retraining date changes

The start date for the involuntary phase of the fiscal 2000 NCO Retraining Program initially slated to begin Nov. 1 has been changed to Nov. 8 due to an Air Force Training Management System outage.

### Howard AFB transferred

Howard AFB was transferred Nov. 1 to the country of Panama as part of the 1977 treaty agreements.

All U.S. military will be redeployed from Panama by Jan. 1. The 24th Wing at Howard was inactivated Oct. 31 in a final retreat ceremony.

The 24th Wing stood up in Panama in 1967. It was responsible for counterdrug and humanitarian missions, and was directly involved with implementation of the 1977 Carter-Torrijos Panama Canal Transfer and Neutrality Treaties.

## Combat Survivor Evader Locator

New equipment takes search out of search and rescue

By Staff Sgt. Cynthia Miller

Headquarters United States Air Force

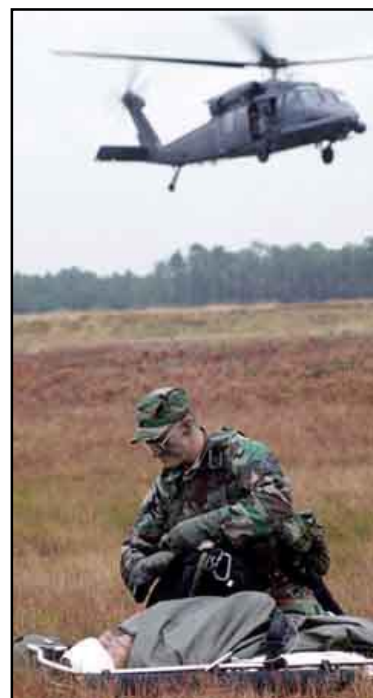
**WASHINGTON** — The next generation of combat search and rescue equipment is currently being tested by the Department of Defense and should be available for use by 2002.

The Combat Survivor Evader Locator uses satellites and the military Global Positioning System to take much of the guesswork out of current search and rescue efforts.

"Our ability to pick-up, identify and locate a survivor on the ground has not increased significantly since Vietnam," said Lt. Col. Norm Albert, CSEL program manager. "CSEL is really going to revolutionize the way we do combat search and rescue."

Current search and rescue efforts rely on a single radio transmitter that is only effective if friendly forces are within its line-of-sight. These systems can be monitored and located by enemy forces, and the signals can be jammed easily. Because of the limitations involved with the combat search and rescue radios, rescue efforts often involve high-risk missions that place equipment and crews in jeopardy.

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*A pararescueman prepares a patient in a litter while a MH-60G Pavehawk hovers in the background.*

## DOD test project could determine future civilian hiring practices

By Staff Sgt. Cynthia Miller

Headquarters United States Air Force

**WASHINGTON** — A personnel acquisition program that could define future Department of Defense civilian employee hiring practices is being tested at two Air Force units.

The Air Force Flight Test Center at Edwards Air Force Base, Calif., and the Secretary of the Air Force Acquisition Office in the Pentagon have committed 2,150 civilian

GS, or general schedule, positions to participate in the DOD Acquisition Personnel Demonstration Project.

The project is testing an alternative personnel system to manage civil service employees by looking at new ways of hiring and filling job vacancies. The program will also examine the possibilities of grouping GS grades into broad pay bands thus increasing flexibility in assigning work and pay.

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## Letters to the editor

U.S. Air Force Online News publishes letters based on their appeal to an Air Force-wide audience. Send your letter to the staff by completing the form at <http://www.af.mil/newspaper/>

Not all letters can be published. Letters may be edited for grammar and length. Only letters accompanied by a name and email address will be considered.

### Real reason for ban?

I think it's great that DOD wants to get rid of ATM surcharges... [DOD considers ban on ATM surcharges, Oct. 27]. But they have also made it mandatory for members to get a government travel charge card. These cards are also subject to the same surcharges for cash withdrawals, and, consequently, the government must reimburse the member for these charges. Isn't this the real reason DOD wants to get rid of the surcharges? After all, the government can save thousands of dollars each year from these surcharges!

**Master Sgt. Thomas Laube**  
*Retired*

### When will change come?

I hope everyone finished the latest survey put out by the chief of staff. We all need to give our input... but when will we really see the results? I know master sergeants who are talking about changes taking place now that they were talking about as airmen... It is highly unlikely that any action will be taken for quite some time... Then another survey will come out and the cycle begins again. Just look and listen to those leaving. How long do we have to say the same reasons are causing us to leave the Air Force?

**Senior Airman Jason L. Whitman**  
*Elmendorf AFB, Alaska*

### Don't see 'soft' Air Force

I would like to reply to the writer of "Doing too much" [Oct. 20]. As a member since 1984, I've always heard "Do more with less," and now we're doing too much. I don't see a "soft" Air Force, sitting behind our computers practicing our "civilized" jobs. As a matter of fact, tent city in Kuwait for 120 days is far from "civilized." I wish I had your job or you could experience mine.

**Tech. Sgt. David Most**  
*Ramstein AB, Germany*

# LEADERSHIP . . .

## Figuring out what it is

By Maj. Michael Hale

*49th Contracting Squadron commander*

**L**eadership — an elusive word. I have had formal military leadership training from the time I first put up my right hand at the age of 17.

The first thing I discovered is that leadership training and being a successful leader are very different things. If not, we could send anyone to a class and make them a leader in four easy weeks with an easy recipe to follow for achieving success. Obviously, no matter how often or how hard we try to do this it does not happen. I believe great leaders are born and not made. Very few of us are great leaders, however. I rely on reminders to help me become a better leader. I think we can all benefit from reviewing our own core beliefs on leadership frequently in order to stay on course.

I carry in my uniform pocket a booklet on leadership everywhere I go, and I look at it often to remind me of the things I feel are important. It outlines some key concepts a leader should remember each day. Let me explain what I get out of reviewing this booklet.

The initial part of the booklet is the Code of Conduct. I like to review the code on a regular basis. It represents to me the basic foundation of what it means to be a member of the United States military. Let's look at the first article of the code: "I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense." These words are the simplest statement of the reasons we are all called to serve our nation.

**I**t will interest some people that the booklet includes Air Force core values, even though it was issued long before their release in 1997. The booklet lists the traits of a leader. I will not list all the traits included in the booklet, but the first is integrity.

The definition of integrity is the same as found in the core values pamphlet. Service before self is embodied in the traits of loyalty, commitment, and selflessness. Excellence in all we do is found in the traits of knowledge, courage, energy, and decisiveness.

Let's look at some key concepts I

believe all leaders must exhibit. The first is writing and speaking. Everyone must continually strive to become a better communicator. I am reminded of this fact daily both at home and at work. I believe that how we speak and write becomes our legacy. The main job of the leader is to communicate the direction for others to follow. If that message is unclear or ambiguous then all else suffers.

The next leadership characteristic is problem solving. A leader must contribute to solving more problems than they create. It is a great asset to be able to find problems, but the true measure of a good leader is the problem's resolution. When I look at someone's problem-solving ability I think about the following questions in addition to the solution that has been reached. How quickly was it solved? How completely was it solved? Was all available information and were alternatives considered? Was the solution both a long-term and a short-term resolution? The answers to these questions can sometimes result in very different solutions.

**F**inally, the booklet reminds me about confidence. It does not necessarily say the word confidence but it does remind me of it. Confidence can take on many forms, both good and bad. What I mean by confidence is the ability to be decisive and to be able to withstand criticisms that may come from making difficult decisions.

Some of the decisions we make on a daily basis are not easy or easily explainable. Do not shrink away from making a decision after you have gathered all the facts. Make the decision, explain it to those involved, both up and down the chain, and then move on. Have confidence that you did the best that you could in the situation you were presented with and be prepared for some people to disagree with your decision.

I would recommend everyone in the Air Force think about leadership, whether you are an officer, enlisted, or civilian. Think about what kind of leader you are and what kind of leader you wish to become. Write down your thoughts and principles or find something that has already been written and keep it close to you. Review it and work at it. Together we can all become better leaders.



# Air Force supports Nobel Prize winner

By Taryn Luntz

Headquarters United States Air Force

**WASHINGTON** — Air Force-supported researcher Dr. Ahmed Zewail has won the 1999 Nobel Prize in Chemistry for his pioneering work in studying chemical reactions on the atomic level. The Royal Swedish Academy of Sciences made the announcement in October.

Dr. Zewail is the Chair of Chemical Physics at California Institute of Technology.

The Royal Swedish Academy of Sciences compares his advances to advances made in football: Dr. Zewail did for chemistry what slow motion did for touchdown replays.

Dr. Zewail discovered how to use laser technology to study lightening-speed chemical reactions in slow motion. This means scientists can actually see chemical bonds breaking down and being created, allowing

them to predict important reactions.

To many, watching chemical breakdowns might not seem as exciting as watching the Superbowl, but the Royal Swedish Academy of Sciences believes it is. According to representatives, Dr. Zewail's discoveries are the culmination of one hundred years of scientific research.

Dr. Zewail, who received his Ph.D. from the University of Pennsylvania after studying at Alexandria University in Egypt, is both an American and Egyptian citizen.

He has been funded by the Air Force Office of Scientific Research since the mid-1980's. AFOSR sponsors and directs research programs that support Air Force goals of control and maximum use of air and space.

During the past 40 years, AFOSR has provided research funds for 36 U.S. researchers who were later awarded Nobel Prizes.



"My experience with the Air Force has been an extremely positive one," Dr. Zewail said. "The Air Force played a critical role in some of the first experiments done in the field."

Dr. Michael Berman, AFOSR program manager, said Dr. Zewail was encouraged to submit a proposal for AFOSR funds after he gave a presentation at an Air Force-sponsored conference in 1986.

*This article available in its entirety online.*

# Four airmen earn recognition for leadership

## RANDOLPH AIR FORCE

**BASE, Texas (AFPN)** — The leadership qualities of four Air Force members have garnered them the service's 1999 Lance P. Sijan Air Force Leadership Award.

The awards are given annually to representatives of the senior and junior officer, and enlisted corps.

The 1999 winners are:

— Senior officer: Col. Paul G. Schafer, formerly assigned to the 332nd Air Expeditionary Group, Ahmed Al Jaber Air Base, Kuwait (Air Combat Command).

Colonel Schafer, currently assigned to the Joint Warfare Analysis Center, Dahlgren, Va., built and led the first composite strike operation in Kuwait, which resulted in 7,200 combat sorties. He directed his people through six months of sustained, high-tempo combat operations during Operation Desert Fox. These operations were responsible for the precise delivery of more than 300,000 pounds of munitions on a vast array of key Iraqi targets.

— Junior officer: Capt. Mark T. Daley, 21st Special Operations Squadron, Royal Air Force Station Mildenhall, England (Air Force Special Operations Command).

Capt. Daley developed a comprehensive and flexible combat search and rescue routing



**Captain Sijan, an Air Force Academy graduate and posthumous Medal of Honor recipient, evaded the North Vietnamese for six weeks after being shot down in November 1967. He died while in captivity.**

infrastructure covering the entire Serbian territory for the North Atlantic Treaty Organization air strike campaign against Serbia. Additionally, he planned and flew missions to Albania during the initial days of humanitarian relief effort, Operation Shining Hope, delivering more than 32,300 daily rations in just four days.

— Senior enlisted: Senior Master Sgt. Gordon H. Scott, formerly assigned to the 7th Special Operations Squadron, RAF Mildenhall (AFSOC).

Sergeant Scott is currently assigned to Special Operations Command headquarters,

Hurlburt Field, Fla. He led the squadron's 24-member enlisted force during Operation Allied Force. The squadron dropped more than 101 million leaflets in the largest psychological operations campaign in recent history. He was also recognized as the 352d Special Operations Group's top enlisted aircrew member.

— Junior enlisted: Staff Sgt. Thomas B. Mazzone, 3rd Aerial Port Squadron, Pope Air Force Base, N.C. (Air Mobility Command).

While supporting Operation Olive Branch, Sergeant Mazzone was directly responsible for transporting highly classified material vital to United Nations' interests. Sergeant Mazzone, while supporting Operation Noble Response, also used his expertise and ability to provide essential airlift support during the aftermath of the African embassy bombing.

The Sijan Award was created in 1981 to recognize people assigned to organizations at wing level and below who demonstrate outstanding leadership abilities. Captain Sijan, an Air Force Academy graduate and posthumous Medal of Honor recipient, evaded the North Vietnamese for six weeks after being shot down in November 1967. He died while in captivity in Vietnam.

A presentation ceremony with Gen. Michael E. Ryan, Air Force chief of staff, is slated for a later date.





## CSEL takes search out of search and rescue

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The CSEL system combines the functionality and power of the SARSAT Beacon, a GPS Receiver, a SATCOM transceiver and the LOS SAR Radio, into a single 31.8 oz., hand-held unit that allows for user identification, precision locating, and two-way secure communication.

"Within seconds of being grounded, the survivor-evader has the ability to press one button and immediately provide his ID and location to a UHF base station," Colonel Albert said.

The system then delivers a message to an online workstation and returns an acknowledgement message within minutes of activation.

"As a crew member, just knowing somebody heard me the minute I went down gives you a warm fuzzy," said Maj. Brenda Brennan, a requirements officer and navigator at Headquarters Air Combat Command, Langley Air Force Base, Va.

"The big thing, though, is the low probability of intercept and the low probability of detection. Right now the enemy can spot you as quickly as the friendly forces," she said.



The CSEL system's architecture has three segments:

- the user equipment contains a multi-function, hand-held software reprogrammable radio;

- the satellite communication segment incorporates four worldwide UHF base stations providing two-way secure messaging and location;

- the ground segment contains the Joint Search and Rescue Center software application which allows command and control interface with other government systems.

"[Currently] the rescue forces have to do a lot of planning prior to launching the aircraft," Major Brennan said. "Now, this is going to save so much time, they'll be launched so much faster. [With CSEL], I feel 100 percent more confident of being rescued."

## Native Americans Air Force supports initiative to bring revenue to small business

By Staff Sgt. Russell Petcoff  
341st Space Wing Public Affairs

**MALMSTROM AIR FORCE BASE, Mont. (AFPN)** — Seventy-four Native American tribal leaders from throughout Montana and Wyoming met with Air Force officials Oct. 21 to discuss the success of the year-old Native American Small Business Initiative.

Their purpose was to evaluate an initiative launched by the Air Force in October 1998 to bring \$50 million in revenue to Native American small businesses in the two states, according to Anthony DeLuca, director, Office of Small and Disadvantaged Business Utilization. The office is part of the secretary of the Air Force's staff in Washington, D.C.

The program has been so successful Mr. DeLuca met with tribal leaders from North and South Dakota and Nebraska the following week to expand the program to Northern Plains tribes. The program is expanding as a direct result of President Clinton's visit to the Pine Ridge Reservation of South Dakota. The expansion was White House-directed.

Mr. DeLuca said the initiative helps build a relationship of trust, integrity and commitment between Native Americans and the Air Force, a relationship he said Secretary of the Air Force Whit Peters is proud of. It also helps keep lines of communication open, and provides training, technical assistance and collaboration between Native American businesses and the Air Force.

An example of an initiative success is S&K Electronics of Ronan, Mont. It has received \$24 million for digitization of F-15 technical manuals.

*This article available in its entirety online.*

## Project could determine future hiring practices

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The current system of management is often criticized for taking too long to fill jobs and not always referring the right candidates for the right jobs according to Air Force officials. It has also been criticized for having too many procedural requirements, lacking the force-shaping tools needed to correct skill imbalances, and inconsistent application of recruiting and retention programs.

The DOD Acquisition Personnel Dem-

onstration Project addresses these criticisms by testing the feasibility of implementing several changes including relaxing some Priority Placement Program provisions and broadening qualification requirements.

It will also test changes that allow for significant pay increases for those employees who contribute at higher levels than their current grade level suggests.

*This article available in its entirety online.*



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